



**State of Vermont**  
**Agency of Administration**  
**Office of the Secretary**  
Pavilion Office Building  
109 State Street  
Montpelier, VT 05609-0201  
[www.adm.state.vt.us](http://www.adm.state.vt.us)

[phone] 802-828-3322  
[fax] 802-828-3320

*Jeb Spaulding, Secretary*

## MEMORANDUM

**TO:** Agency and Department Heads  
**cc:** Business Managers  
**FROM:** Jeb Spaulding, Secretary of Administration  
**DATE:** February 2, 2011  
**RE:** Update on Hiring Freeze

This is an update on the status of the hiring freeze announced in my MEMORANDUM on January 10, 2011.

To date we have received approximately 170 requests to fill individual positions and 55 blanket requests for specific position classes. Working with the Departments of Human Resources and Finance and Management, we are reviewing all requests on a weekly basis and following up with agencies and departments as necessary. For critical requests, or for those that are deemed emergencies, we are responding as quickly as possible.

We have also had several agencies and departments approach the hiring freeze by developing a comprehensive proposal that considered all current vacancies with the end result of identifying significant department-wide position savings that are sustainable beginning with the FY 2012 budget year. In these cases we have accepted the proposals in whole, thereby foregoing the need to request, review and approve/deny individual positions. We are also allowing these agencies/departments to retain any vacancy savings realized in FY 2011 for the positions that will not be filled.

In an effort to expedite our goal of identifying savings to mitigate the now projected \$176M budget shortfall, and to streamline the administrative work associated with processing requests to fill vacant positions, I am requesting that all Agency and Department heads employ a similar comprehensive approach to the hiring freeze as described above. The idea here is for agencies/departments to be proactive and strategic in their efforts to identify position savings and to come prepared to discuss the amount of sustainable savings they can achieve to help address the budget shortfall. I encourage you to explore all available avenues to realize savings that might allow you to again proceed with filling positions without going through the approval process. These could include operational savings by consolidating similar or redundant functions in concert with personal service cost savings associated with vacant positions and contracts. I also suggest you work closely with your assigned Human Resource and Finance and Management liaisons, as they may be helpful in identifying savings opportunities. None of us want to be

placed in a situation where we are micromanaging your day-to-day operations, or where we are forced into a situation where we have no choice but to not fill most of the positions that become vacant.

In the coming weeks my office will be contacting each agency and department to arrange a time to discuss your position savings proposals. Please contact my office directly if you have a proposal you would like to discuss sooner. Going forward we will continue to utilize the established position-by-position request process, but only for those agencies/departments where we have not yet come to an agreement on the amount of savings to be booked for FY 2012.

As mentioned in my January 10<sup>th</sup> memo, we will reach our savings goal in a fair and consistent manner if you implement a rigorous internal review process for all vacancies. It is my hope that this revised approach will result in a more efficient and expeditious outcome for realizing the required savings.

Thank you for your continued cooperation and assistance in helping to resolve this fiscal challenge.